

# HNC PROC 3000

## **Project Execution & Control**

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### **Scope**

This process covers the physical and financial execution and control of a project (activity or program). It includes the initiation of the project physical work, monitoring, management, and updates / control. In this process, the work (product or facility) is undertaken, completed and delivered to the customer for use or occupancy. In addition, if required, associated items (manuals, drawings & etc.) are delivered to the customer. If required, conclude contract relationships including, acceptance of work, release of claims or claims evaluation / settlement.

The process, along with the processes for [Change Management – HNC PROC 3010](#) and [Lessons Learned – HNC PROC 3020](#), comprise Phase III in the project management cycle.

### **Policy**

[ER 5-1-11, U. S. Army Corps of Engineers Business Process](#)

[DFAS-IN 37-1, Finance and Accounting Policy Implementation](#)

[DoD 7000.14-R, Department of Defense Financial Management Regulation](#)

[ER 37-345-10, Accounting and Reporting – Military Activities](#)

### **Responsibility**

The Project Manager (PM) is responsible for:

- Overall Project execution.
- Verifying that funds are available to execute the Project.
- Initiating and directing the physical execution of the project by the Project Delivery Team (PDT).
- Ensuring that all project deliverables are complete and delivered to the Customer.
- Ensuring that the PDT maintains current project data in P2.
- Ensuring the project is scheduled in P3e.

- Leading the PDT in execution of the project.

The PDT is responsible for:

- Executing the work in accordance with the PMP (scope, schedule, and budget).
- Updating (progressing) the PMP activities in P3e. This will allow measuring the performance against the defined expectations, quality requirements, responsiveness to change, and coordination of their respective products and services with other PDT members.

Resource Provider(s) is responsible for:

- Providing technical and administrative support.
- Ensuring that assigned staff and contractors support the PM and the PDT.

Customer is responsible for:

- Providing necessary funds.

## **Distribution**

Project Delivery Team (PDT)

Project Manager (PM)

Resource Provider(s)

Customer

## **Ownership**

The Office of the Deputy for Programs and Technical Management (DPTM) is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

## **System References**

[Acronyms and Glossary – REF 8000G](#)

[Activity/Project/Program Closeout – HNC PROC 4000](#)

[CEFMS Users Manuals Online](#)

[Change Management – HNC PROC 3010](#)

[Command Management Review \(CMR\) – REF 8004G](#)

[Communications Plan – REF 8006G](#)

[Consolidated Command Guidance](#)

[Earned Value Management – REF 8018G](#)

[PMP/PgMP Approval – HNC PROC 2070](#)

[PMP/PgMP Content – REF 8005G](#)

[PMP/PgMP Development – HNC PROC 2000](#)

[Quality Management Plan – REF 8008G](#)

[Receipt of Funds – HNC PROC 1040](#)

[Resident Management System \(RMS\) Home Page](#)

[Safety and Occupational Health Plan – REF 8016G](#)

[Value Management Plan - REF8023G](#)

[Engineering and Construction Bulletin No. 2002-14](#)  
Red Zone Activities

## **Activity Preface**

This process is performed after [PMP/PgMP Approval – HNC PROC 2070](#). Ideally, this should always be the case, but reality is that project execution will often begin prior to PMP approval. This should be limited to activities that must begin to prevent project delay. Project execution, in accordance with the PMP, will provide the quality measurement as outlined in project goals and expectations, refer to [Quality Management Plan – REF 8008G](#).

Where applicable and beneficial, Project execution will be managed using earned value principles. Refer to [Earned Value Management – REF 8018G](#).

Before execution can begin, adequate funds must have been received and be available. If adequate funds are not available, the first step will be to request funds. Once funds are received, they will be made available for use by executing [Receipt of Funds – HNC PROC 1040](#).

The PM will request the PDT to update actions in P3e and generate reports in accordance with [Communications Plan – REF 8006G](#).

The PM will generate necessary reports, and compare the latest update with the previous update and baseline. The PDT will evaluate whether changes to the PMP are required and compare project status to established thresholds. If there are changes, they will be addressed by executing [Change Management – HNC PROC 3010](#).

At completion of an activity (Phase, Project, Program) in P2 that has an identifiable deliverable, execute [Activity/Project/Program Closeout – HNC PROC 4000](#).

Repeat all steps in the process until all activities are complete.

### Project Manager (PM)

1. Verify that adequate funds are received and are available to begin/continue executing the project.

**If adequate funds have been received and are available, go to Task #6. Otherwise, go to Task #2**

2. Request funds (or additional funds) from the Customer.

### Customer

3. Receive request for funds.
4. Provide Funds

### Project Manager (PM)

5. Determine if additional funds have been received.

Even if adequate funds are available for immediate needs, additional funds may still be provided to proceed forward without being formally requested.

**If additional funds have been received, stop and complete [Receipt of Funds – HNC PROC 1040](#). Otherwise, return to Task #2.**

6. Initiate and supervise execution of Project activities.
7. Request PDT execute, manage, and monitor Project activities IAW the PMP.

### Project Delivery Team (PDT)

8. Execute, manage, and monitor the Project.

9. Review project activities to determine the need for updating schedule or funding.

Performance against the project baseline must be continuously monitored so that corrective actions can be taken based on actual performance against the project plan, using earned value principles. Refer to [Earned Value Management – REF 8018G](#).

Review PMP, including change management, safety, communications, quality, risk, acquisition, and closeout. The PMP will be the continuing vehicle for measuring the quality of a project. Evaluation of quality objectives within the PMP is a continuous activity during project execution.

**If updating is required, go to Task #10. Otherwise, go to Task #11.**

10. Update project activities in P2 including any known issues.

If issues are added to the activities, an e-mail notification can be sent to the appropriate party if required.

A project under construction is updated and progressed via RMS (refer to [RMS Home Page](#) for more information on this system).

11. Notify Project Manager in accordance with [Communications Plan – REF 8006G](#) that funding and activities have been reviewed.

### Project Manager (PM)

12. Schedule the project in P2.
13. Generate reports and compare updated project to previous update(s) and baseline.

(Reports include Activity Issues Log, Earned Value report, Line Item review report, CMR report, etc.)

### Project Delivery Team (PDT)

14. Determine if changes need to be made.

**If changes need to be made, stop and complete [Change Management – HNC PROC 3010](#). Otherwise, go to Task #15.**

15. Continue to execute the PMP.
16. Execute Red Zone Meeting with customer. (refer to [Engineering and Construction Bulletin No. 2002-14](#).)

17. Complete all Project deliverables.

These may include Designs / Studies, Products / Facility, “As Builts”, Manuals (O&M, etc.), Training and Reports, as required.

### Project Manager (PM)

18. Verify that all Project deliverables were completed.

**If all work is complete, go to Task #19. Otherwise go to Task #15.**

### Project Delivery Team (PDT)

19. Transfer applicable deliverables to Customer.

### Customer

20. Review and accept deliverables.

**If deliverables are acceptable, go to Task #22. Otherwise go to Task #21.**

21. Advise Project Manager that one or more deliverables are not acceptable.

22. Advise Project Manager that deliverables are acceptable.

### Project Manager (PM)

23. Obtain the following from the contractor, as required: Release of Claims and Final Contract invoice.

**End of activity.**

**Proceed to [Activity/Project/Program Closeout – HNC PROC 4000](#).**

